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SELECTION

INTRODUCTION

This training manual provides the guidelines and standards for the practical piece of the Selection Personnel Certification Program (SPCP). The other manuals in this program provided you with a theoretical overview of selection and the application of that theory. They laid the foundation for what you do in your daily work as a Human Resources Specialist. The previous manuals could be completed independently while the tasks in this manual are completed with the assistance and guidance of a mentor.

A number of questions have probably come to mind.

- What are the requirements of the practicum?
- How do I “get” a mentor?
- What are the mentor’s qualifications?

The following chapters will answer these questions for you.

CHAPTER 1 – PRACTICUM REQUIREMENTS

Mentor Selection

The SPCP Administrator will assist you in selecting a mentor for the Practicum. It will be your responsibility to contact the individual and reach an agreement that s/he will mentor you during the Selection Practicum, and then complete the Mentor Contract in Appendix B.

You may select one mentor for the entire program or you may wish to work with a number of different individuals. The contract has a number of sections which allow you to have the same individual for all parts or different individuals for various areas.

Practicum Contents

Before we talk about what is contained in the practicum curriculum, let's talk about what is not expected to be "learned" in the practicum.

- 4 This portion of SPCP will not "teach" you how to use the automated system that supports the selection process. Separate training for the use of the automated systems is offered through the Department of Personnel. It is recommended you understand the selection process before taking the class on the use of the automated system. Understanding the selection process will make the use of and application of the automated system easier

- 4 You should not expect your mentor to teach you the theoretical concepts, fundamentals and/or legal aspects of selection. That knowledge should be gained by completing the course manuals. Your mentor is your guide to the practical aspects of the selection process in the State system, not your personal trainer.

What does the practicum include? The practicum is your opportunity to observe, work with and receive assistance from a "master" in the HR field. What you learn depends on you and how you approach the opportunity. Following is a list of the topics that will be covered. The contract in Appendix B contains the actual requirements of the program.

- ▶ Job Analysis
 - ▶ Observe
 - ▶ Conduct
 - ▶ Document

- ▶ Recruitment
 - ▶ Methods
 - ▶ Selecting a method
 - ▶ Review Job Announcements
 - ▶ Develop Job Announcements

- ▶ Exam Plan
 - ▶ Identify critical KSAPs
 - ▶ Develop exam plan
 - ▶ Construct exam(s)

- ▶ Exam Process
 - ▶ Screen applications
 - ▶ Notify and respond to rejected applicants
 - ▶ Order tests
 - ▶ Locate and secure test site
 - ▶ Schedule applicants
 - ▶ Monitor test
 - ▶ Brief rater panel
 - ▶ Test scoring
 - ▶ Notify and respond to applicants regarding test score
 - ▶ Appeals

- ▶ Referral and Hire
 - ▶ Make referral
 - ▶ Assist Appointing Authority with interview and hiring, if requested
 - ▶ Close out referral

Practicum Evaluation

Evaluation of the practicum will be done by the mentor at the end of each section of the contract and an over all evaluation will be done at the completion of the contract. If you use multiple mentors all the mentors should have input into the final rating and will have to reach consensus on the overall final evaluation.

A copy of the completed contract, supporting documentation and overall evaluation is to be provided to the SPCP Administrator for certification. A copy of the completed contract and final evaluation will be provided to your supervisor. Your supervisor may wish to incorporate the practicum into your performance plan and be involved as you progress through the program.

CHAPTER 2 – MENTORS

Mentor Qualifications

Mentors for the SPCP Practicum must meet the following criteria to be qualified:

1. PCP certified in selection for three years or more. An equivalent certification may substitute for the PCP certification (e.g., SHRM).
2. Currently a classified employee at the General Professional III level or higher.
3. Employed in a state department or educational institution doing selection work.

The mentor list will be reviewed on a periodic basis to add qualified individuals or remove those no longer qualified.

Mentor Responsibilities

A mentor is an experienced advisor and supporter; somebody usually older and more experienced, who provides advice and support to, watches over and fosters the progress of, a younger, less experienced person (Encarta⁷ World English Dictionary [North American Edition] 8 & (P) 1999-2000 Microsoft Corporation. All rights reserved. Developed for Microsoft by Bloomsbury Publishing Plc.)

The above is the dictionary definition of mentor. This statement clearly defines the characteristics and role of the mentor:

- experienced;
- provides advice;
- provides support;
- watches over progress;
- fosters the progress of.

There is no set amount of time your mentor will spend with you. As you “negotiate” your contract with your mentor this is one of the areas you should agree on. Remember, being a mentor is a volunteer function and is in addition to the regular duties of the job. This is why the practicum is broken into sections so you may use multiple mentors if one individual does not have time to complete the entire contract with you.

A lot can be learned by observing your mentor in action doing such things as meeting with an Appointing Authority, developing a test with an SME or briefing an oral board or rater panel. Some of the tasks you will complete in the practicum will be observing these types of activities. After observing you will then perform the task with your mentor and alone. Many of the tasks listed in the contract are overlapping and may be completed at the same time. For example, meeting with an appointing authority is one of the tasks to be completed. During that meeting you will probably conduct a job analysis, determine the method of recruitment and discuss the exam plan; so four different tasks in the contract will be completed at the same time. Your mentor is to be your guide as you learn to perform the selection function. Be sure to make the best use of your time with your mentor.

APPENDIX A

SELECTION MENTOR LIST

SELECTION MENTORS

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<p>Glenda Barry Colorado Department of Labor & Employment 633 17th Street, 12th Floor Denver, CO 80202-3660 303-318-8202 glenda.barry@state.co.us</p>	<p>Mindy Elswick Colorado Department of Natural Resources 1313 Sherman Street, Room 415 Denver, CO 80203 303-866-2347 mindy.elswick@state.co.us</p>
<p>Valerie Bivens-Young University of Colorado at Colorado Springs 1420 Austin Bluffs Parkway P. O. Box 7150 Colorado Springs, CO 80918-7150 719-262-3307 vbivens@uccs.edu</p>	<p>Suzie Esparza Colorado Department of Local Affairs 1313 Sherman Street, 3rd Floor Denver, CO 80203 303-866-5884 susanna.esparza@state.co.us</p>
<p>Skye Brunick Colorado Department of Human Services 3550 W. Oxford Ave., 2nd Floor Denver, CO 80236 303-866-7115 skye.brunick@state.co.us</p>	<p>Kim Burgess Colorado Department of Natural Resources 1313 Sherman Street, Room 415 Denver, CO 80203 303-866-2533 kim.burgess@state.co.us</p>
<p>Lisa Chesson Colorado State University 225 Student Services Building Fort Collins, CO 80523 970-491-1794</p>	<p>Andrew Gale Colorado Department of Labor & Employment 633 17th Street, Suite 1200 Denver, CO 80202 303-318-8204 andrew.gale@state.co.us</p>
<p>Sibyl Clausen Colorado Department of State 1560 Broadway, Room 200 Denver, CO 80202 303-394-2200, Ext. 397 sibyl.clausen@sos.state.co.us</p>	<p>Ann Margaret Gallegos Colorado Department of Public Health & Environment 4300 Cherry Creek Drive South Denver, CO 80246-1530 303-629-2062 ann.gallegos@state.co.us</p>
<p>Monica Cortez-Sangster Colorado Department of Personnel & Administration 633 17th Street, Ste. 1600 Denver, CO 80202 303-866-3025 monica.cortez@state.co.us</p>	<p>Veronica Graves Colorado School of Mines 1500 Illinois Street Golden, CO 80401 303-273-3056 Vgraves.@mines.edu</p>

Mentors, cont.

<p>Rhonda Johnson Colorado Department of Public Safety 700 Kipling Street, Ste. 1000 Lakewood, CO 80215 303-239-5761 rhonda.johnson@cdps.state.co.us</p>	<p>Carol Pritchard Colorado Department of Public Safety 700 Kipling Street, Ste. 1000 Lakewood, CO 80215 303-239-4426 carol.pritchard@cdps.state.co.us</p>
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<p>Chelle Lutz Colorado School for the Deaf and Blind 33 N. Institute Street Colorado Springs, CO 80903 719-578-2114 clutz@scdb.org</p>	<p>Peggy Valdez-Olivas Colorado Department of Natural Resources – Division of Wildlife 6060 Broadway Denver, CO 80216 303-291-7299 Peggy.ValdezOlivas@state.co.us</p>
<p>Arlene McClellen Colorado Department of Revenue 1375 Sherman Street, #158 Denver, CO 80261 303-866-3721 amcclellen@spike.dor.state.co.us</p>	<p>Kris Watson University of Colorado at Boulder Campus Box 565 Boulder, CO 80309 303-492-3838 kris.watson@colorado.edu</p>
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<p>Michelle Pedersen Colorado Department of Regulatory Agencies 1560 Broadway, 15th Floor Denver, CO 80202 303-894-2116 michelle.pedersen@dora.state.co.us</p>	

APPENDIX B

SELECTION PRACTICUM CONTRACT

Section One – Job Analysis

TASK	Date Completed	COMMENTS
① Observe three Job Analyses. List the job analysis classes:		
1.		
2.		
3.		
① Write the documentation for one of the observed job analyses. Attach a copy of job analysis		
① Conduct and document three job analyses, one observed by mentor and other two independently. Attach a copy of each job analysis. List the job analysis classes:		
1.		
2.		
3.		

_____ has successfully completed the Job Analysis section of the Selection
 Practicum on
 (Student Name)

 Date

 Mentor Signature

Section Two – Recruitment

TASK	Date Completed	COMMENTS
① Review and critique seven announcements on the Internet (Colorado State Government Classified Jobs) List the following information about the announcements: Class Code, Title, Agency, and Type of Announcement.		
1.		
2.		
3		
4.		
5.		
6.		
7.		
① Discuss with mentor to demonstrate knowledge of the following concepts: <ul style="list-style-type: none"> ◆ Order of filling positions according to Constitution, Statute, and State Personnel Board Rules & Director’s Procedures ◆ Definition of transfer, non-disciplinary demotion, reinstatement, reemployment, conditional or provisional. ◆ Definition of different employee statuses (probationary, trial service, certified). ◆ Types of announcements and appropriate use of each type. 		

TASK	Date Completed	COMMENTS
① Observe mentor during three different meetings with Appointing Authorities as recruitment method is determined. ① Review the announcements created for recruitment as a result of the three meetings observed.		
① Determine recruitment method for three vacancies; one with assistance from the mentor and two independently. ① Write the announcements for the vacancies List the Class Code, Title, Agency, and Type of Announcement:		
1.		
2.		
3.		

_____ has successfully completed the Recruitment section of the Selection Practicum on

(Student Name)

Date

Mentor Signature

Section Three – Exam Plan

TASK	Date Completed	COMMENTS
<ul style="list-style-type: none"> ⓐ Observe mentor during three different meetings with Appointing Authorities to identify critical KSAPs of the job and develop exam plans. ⓐ Document the process for one of the discussions. <ul style="list-style-type: none"> ▸ <input type="checkbox"/> Definition of KSAP/Competency ▸ <input type="checkbox"/> Criticality of KSAP/Competency ▸ <input type="checkbox"/> Link KSAPs to job tasks ▸ <input type="checkbox"/> Tests in exam plan including test weights and factor weights within a test ⓐ Observe and assist in the construction of the exam(s) for the three vacancies. 		
<ul style="list-style-type: none"> ⓐ Determine KSAPs of the job and develop exam plan for three vacancies; one, with assistance from the mentor and two independently. ⓐ Document the process. Should include: <ul style="list-style-type: none"> ▸ <input type="checkbox"/> Definition of KSAP/Competency ▸ <input type="checkbox"/> Criticality of KSAP/Competency ▸ <input type="checkbox"/> Link KSAPs to job tasks ▸ <input type="checkbox"/> Tests in exam plan including test weights and factor weights within a test <p>Develop exam(s) for the three vacancies. List the registration numbers:</p>		
1.		
2.		
3.		

_____ has successfully completed the Exam Plan section of the Selection Practicum on _____
 (Student Name)

 Date

 Mentor Signature

Section Four – Exam Process

TASK	Date Completed	COMMENTS
① Assist mentor in screening applications and responding to calls after applicants have been notified of rejection for three different vacancies. List the registration numbers:		
1.		
2.		
3.		
① Screen application and respond to reject calls after applicants have been notified of rejection for three different vacancies; one with assistance from mentor and two independently. List the registration numbers:		
1.		
2.		
3.		
① Assist mentor with testing process for three vacancies. Should include at least one occurrence of the following tasks: <ul style="list-style-type: none"> ▸ <input type="checkbox"/> Order test booklets ▸ <input type="checkbox"/> Locate and secure test site ▸ <input type="checkbox"/> Schedule applicants ▸ <input type="checkbox"/> Brief rater panel ▸ <input type="checkbox"/> Greet candidates for rater panel and assist in completing necessary paper work ▸ <input type="checkbox"/> Monitor exam process appropriately ▸ <input type="checkbox"/> Assist mentor in scoring tests and establishing eligible list for each vacancy 		

TASK	Date Completed	COMMENTS
<p>① Complete the testing process for three vacancies; one with assistance from mentor and two independently. Should include at least one occurrence of the following tasks:</p> <ul style="list-style-type: none"> ▸ <input type="checkbox"/> Order test booklets ▸ <input type="checkbox"/> Locate and secure test site ▸ <input type="checkbox"/> Schedule applicants ▸ <input type="checkbox"/> Brief rater panel ▸ <input type="checkbox"/> Greet candidates for rater panel and assistance in completing necessary paper work ▸ <input type="checkbox"/> Monitor exam process in manner appropriate for exam type 		
<p>① Score tests administered and calculate final scores to establish eligible list when all testing is complete for three vacancies; one with assistance from mentor and two independently. List registration numbers:</p>		
<p>1.</p>		
<p>2.</p>		
<p>3.</p>		
<p>① Notify and respond to applicant questions regarding test score and final score and rank on eligible list – write breakdown letter for applicant if requested. Review breakdown letter format and contents if none requested.</p>		
<p>① Monitor three assembled exams. Give monitoring instructions for two administrations.</p>		
<p>① Discuss test scoring with mentor to demonstrate knowledge of the following concepts:</p> <ul style="list-style-type: none"> ▸ <input type="checkbox"/> Scoring models (written objective, T&E and rater panel) 		

TASK	Date Completed	COMMENTS
<ul style="list-style-type: none"> ▶ <input type="checkbox"/> Z-scoring and percent scoring ▶ <input type="checkbox"/> Compensatory model ▶ <input type="checkbox"/> Multiple hurdle ▶ <input type="checkbox"/> Intermediate group scoring ▶ <input type="checkbox"/> Setting pass points and cutoff scores 		
<ul style="list-style-type: none"> ① Calculate adverse impact for two written objective tests. 		
<ul style="list-style-type: none"> ① Calculate inter-rater reliability on two rater panel tests. 		
<ul style="list-style-type: none"> ① Assist mentor in response to any appeals received. ① Respond to any appeals received on exams administered. ① Review six recent exam appeal decisions 		
<ul style="list-style-type: none"> ① Review with mentor documents required in exam record. ① Complete exam documentation for three vacancies. ① Submit exam materials to Selection System Services for entry into Item Bank. 		

_____ has successfully completed the Exam Process section of the Selection
 Practicum on _____
 (Student Name)

 Date

 Mentor Signature

Section Five – Referral & Hire

TASK	Date Completed	COMMENTS
ⓐ Assist mentor in making referrals for three different vacancies.		
ⓐ Make referrals for three different vacancies. List registration numbers:		
1.		
2.		
3.		
ⓐ Assist Appointing Authority with interview and hiring, if requested.		
ⓐ Assist mentor in closing out referral and finalize hire on three different vacancies.		
ⓐ Close out referral and finalize hire for three different vacancies. List registration numbers:		
1.		
2.		
3.		

_____ has successfully completed the Referral & Hire section of the Selection Practicum on

(Student Name)

Date

Mentor Signature

Final Evaluation

_____ has successfully completed the Selection Practicum for SPCP certification.
Student Name

Mentor Signature

Date

Comments: